TEAM WORKS 1:

RESPONSABILITY

"individuals and groups within the organization understand and accept their responsibilities in respect of both supply of, and demand for IT. Those with responsibility for actions also have the authority to perform those actions"

ISO 38500 (2008)

GTI4U COMPONENTS:

- The Government Team (GT) should know the importance of IT Governance and assume its responsibilities regarding it
- GT should distribute all the IT Responsabilities throughout the organization
- GT should decide which IT Responsabilities are maken centralized and which distributed
- GT should select an IT Governance framework, or design a new one, and implant it
- GT should monitor the maturity of IT Governance through a scorecard and plan improve actions
- GT should create a real CIO role and the CIO should be on Goverment Team
- GT should create a Strategy Committee to design strategies about IT
- GT should create a Steering Committee to monitor the execution of IT projects
- GT should design a well known making decision circuit about information technlogy

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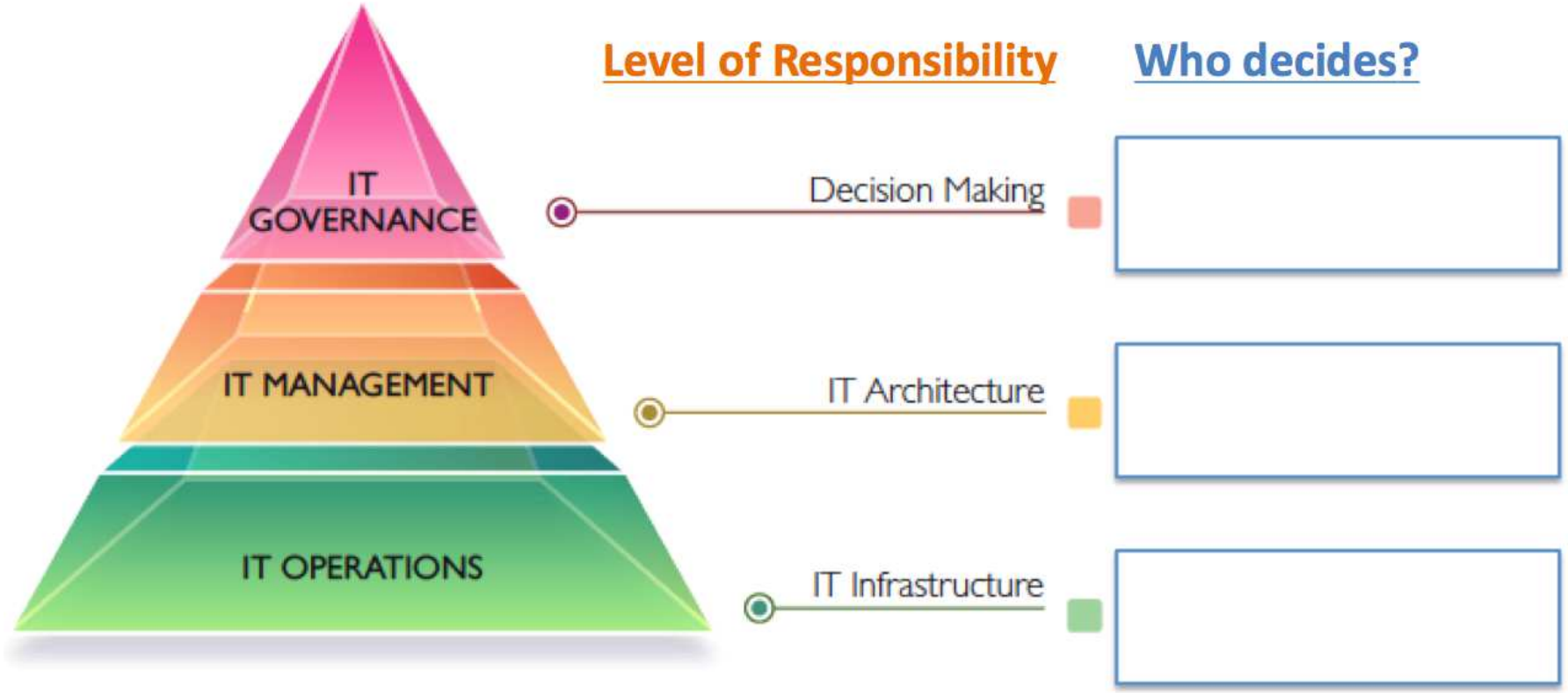
Who decides about each level of IT responsibility?

Fill the boxes



Who have the responsibility about 6 main IT decisions?

Weill and Ross (2002)

Fill with a cross only a box per row

DECISION	***Government Team*** *(Rector et all)*	***IT Director and others directors***
How much should we spend on IT?		
Which business processes should receive our IT dollars?		
Which IT capabilities need to be companywide?		
How good do our IT services really need to be?		
Which security and privacy risks will we accept?		
Whom do we blame if an IT initiative fails?		

What Happens When Senior Managers Ignore Their IT Responsibilities?

	IT Decision	Senior Management's Role	Consequences of Abdicating the Decision
Strategy	How much should we spend on IT?	Define the strategic role that IT will play in the company and then determine the level of funding needed to achieve that objective.	The company fails to develop an IT platform that furthers its strategy, despite high IT spending.
	Which business processes should receive our IT dollars?	Make clear decisions about which IT initiatives will and will not be funded.	A lack of focus overwhelms the IT unit, which tries to deliver many projects that may have little companywide value or can't be implemented well simultaneously.
	Which IT capabilities need to be companywide?	Decide which IT capabilities should be provided centrally and which should be developed by individual businesses.	Excessive technical and process standardization limits the flexibility of business units, or frequent exceptions to the standards increase costs and limit business synergies.
Execution	How good do our IT services really need to be?	Decide which features—for example, enhanced reliability or response time—are needed on the basis of their costs and benefits.	The company may pay for service options that, given its priorities, aren't worth the costs.
	What security and privacy risks will we accept?	Lead the decision making on the trade-offs between security and privacy on one hand and convenience on the other.	An overemphasis on security and privacy may inconvenience customers, employees, and suppliers; an underemphasis may make data vulnerable.
	Whom do we blame if an IT initiative fails?	Assign a business executive to be accountable for every IT project; monitor business metrics.	The business value of systems is never realized.

Who has the input and decision rights for main IT decisions?

Among the responsibilities of ITG must distinguish between those who provide the necessary information (INPUT) and who are responsible for making decisions related to IT (DECISION).

These two RESPONSIBILITIES do not have to coincide in the same individual or group of individuals and not have that distributed equally for different IT decisions are taken at a university.

According to Weil (2004) five major decisions are:

IT principles	**High level statements about how IT is used in the business**
IT architecture	**An integrated set of technical choices to guide the organization in satisfying business needs. The architecture is a set of policies and rules for the use of IT and plots a migration path to the way business will be done (includes data, technology, and applications)**
IT infrastructure strategies	**Strategies for the base foundation of budgeted-for IT capability (both technical and human), shared throughout the firm as reliable services, and centrally coordinated (e.g., network, help desk, shared data)**
Business application needs	**Specifying the business need for purchased or internally developed IT applications**
IT investment and prioritization	**Decisions about how much and where to invest in IT including project approvals and justification techniques**

*Fill in the following table indicating (**X**) how desirable that the responsibility to inform and make decisions related to IT in your university distributed. Only one mark in each column.*

	IT Principles		IT Architecture		IT Infraestructure Strategy		Business Aplicat. needs		IT Investments and Priorization	
	Input	Decision	Input	Decision	Input	Decision	Input	Decision	Input	Decision
Governance Team (Rector and Vice-Rectors)	1	4	0	2	0	3	0	2	1	4
CIO and/or IT Area Director	0	0	3	0	0	0	0	0	1	0
Other Department Directors (Research, Library, etc.)	0	0	1	0	0	0	1	0	0	0
Governance Team and at least one Depart. Director	0	0	0	2	0	1	0	1	0	0
CIO and/or IT Area Director and at least one Depart. Director	3	0	0	0	4	0	2	1	1	0
Only the Department Director affected	0	0	0	0	0	0	1	0	1	0

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Governance Archetype	Decision Domain: IT Principles – Input	IT Principles – Decision	IT Architecture – Input	IT Architecture – Decision	IT Infrastructure Strategies – Input	IT Infrastructure Strategies – Decision	Business Application Needs – Input	Business Application Needs – Decision	IT Investment – Input	IT Investment – Decision
Business Monarchy	0	27	0	6	0	7	1	12	1	30
IT Monarchy	1	18	20	73	10	59	0	8	0	9
Feudal	0	3	0	0	1	2	1	18	0	3
Federal	83	14	46	4	59	6	81	30	93	27
Duopoly	15	36	34	15	30	23	17	27	6	30
Anarchy	0	0	0	1	0	1	0	3	0	1
No Data or Don't Know	1	2	0	1	0	2	0	2	0	0

Most common pattern for all firms.

The numbers in each cell are percentages of the 256 enterprises studied in 23 countries. The columns add to 100%.

Decision rights or inputs rights for a particular IT decision are held by:

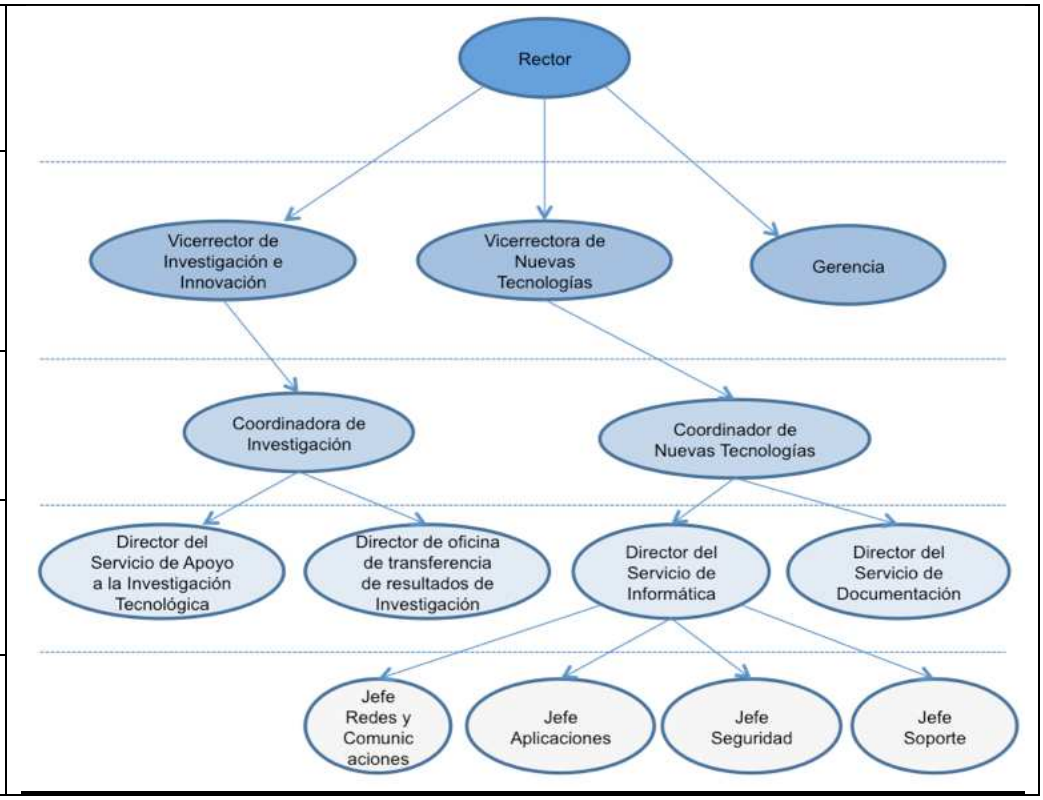
		CxO Level Execs	Corporate IT and/or Business Unit IT	BU Leaders or Biz process Owners
Business Monarchy	A group of, or individual, business executives (i.e., CxOs). Includes committees comprised of senior business executives (may include CIO). Excludes IT executives acting independently.	✓		
IT Monarchy	Individuals or groups of IT executives		✓	
Feudal	Business unit leaders, key process owners or their delegates			✓
Federal	C level executives and at least one other business group (e.g., CxO and BU leaders)—IT executives may be an additional participant. Equivalent to a country and its states working together.	✓ ✓	✓	✓ ✓
IT Duopoly	IT executives and one other group (e.g., CxO or BU leaders)	✓	✓ ✓	 ✓
Anarchy	Each individual user			

	IT Principles		IT Architecture		IT infrastructure strategies		Bussines Aplications Needs		IT investment and priorization	
	Input	Decision	Input	Decision	Input	Decision	Input	Decision	Input	Decision
Governance Team (Rectors and Vice-Rectors)	4%	96%	0%	67%	0%	44%	0%	52%	4%	88%
CIO and/or IT Area Director	68%	4%	52%	30%	54%	52%	4%	41%	64%	13%
Department Directors (Human Resources, Research etc.)	16%	0%	24%	0%	19%	4%	75%	0%	28%	0%
Governance Team and at least one Department Director	0%	0%	4%	3%	4%	0%	0%	0%	0%	0%
CIO/ IT Area Director and at least one Department Director	12%	0%	20%	0%	23%	0%	13%	7%	4%	0%
Only the Department Director affected	0%	0%	0%	0%	0%	0%	8%	0%	0%	0%

Has been designed a well known making decision circuit about IT?

Organizational estructure:

The follow figure shows the IT related organizational estructure of a spanish university

Level 0 Highest level of responsibility (Rector)	
Level 1 Vice-Rectors and others IT Directors whose depent on Rector	
Level 2 IT Staff whose depent Level 1	
Level 3 IT Staff whose depent Level 2	
Others Levels	

Draw in the follow figure the IT related organizational estructure of your university

Level 0 Highest level of responsibility (Rector)	
Level 1 Vice-Rectors and others IT Directors whose depent on Rector	
Level 2 IT Staff whose depent Level 1	
Level 3 IT Staff whose depent Level 2	
Others Levels	

Real Case:

The Director of Department X wrote to Director of IT Area, and ask him to adquire software Z as follows:

> *"Hi,*
> *I think what you have to do is very little. Actually We bought the program made. You just have to learn to use it. About the cost, I guess we have money for this little investment."*

Now, suppose that in the Vic. International Relations of your university has identified the need for a computerized management of students (both internal and external) involved in international exchange programs, as until now such management is made using spreadsheets.

Describe each step must follow your Vice-Rector of International Relations to purchase this software and what would be its approval circuit in your university.

Which IT committees are actived in your university?

	IT Strategy Committee	IT Steering Committee
Level	• Board level	• Executive level
Responsibility	• Provides insight and advice to the board on topics such as: — The relevance of developments in IT from a business perspective — The alignment of IT with the business direction — The achievement of strategic IT objectives — The availability of suitable IT resources, skills and infrastructure to meet the strategic objectives — Optimisation of IT costs, including the role and value delivery of external IT sourcing — Risk, return and competitive aspects of IT investments — Progress on major IT projects — The contribution of IT to the business (i.e., delivering the promised business value) — Exposure to IT risks, including compliance risks — Containment of IT risks • Provides direction to management relative to IT strategy • Is driver and catalyst for the board's IT governance practices	• Decides the overall level of IT spending and how costs will be allocated • Aligns and approves the enterprise IT architecture • Approves project plans and budgets, setting priorities and milestones • Acquires and assigns appropriate resources • Ensures projects continuously meet business requirements, including reevaluation of the business case • Monitors project plans for delivery of expected value and desired outcomes, on time and within budget • Monitors resource and priority conflict between enterprise divisions and the IT function, and between projects • Makes recommendations and requests for changes to strategic plans (priorities, funding, technology approaches, resources, etc.) • Communicates strategic goals to project teams • Is a major contributor to management's IT governance responsibilities
Authority	• Advises the board and management on IT strategy • Is delegated by the board to provide input to the strategy and prepare its approval • Focuses on current and future strategic IT issues	• Assists the executive in the delivery of the IT strategy • Oversees day-to-day management of IT service delivery and IT projects • Focuses on implementation
Membership	• Board members and (specialist) nonboard members	• Sponsoring executive • Business executive (key users) • CIO • Key advisors as required (IT, audit, legal, finance)

Fill the table bellow with the Committees which are working in your university now. Decide if each committee belong to governance o management level.

Active?	Governance /Management	Name of the Committee
		Committee of IT Strategy
		IT Steering Committee
		IT Area Committee
		IT Audit Committee
		E-Learning Committee
		IT Security Committee

Fill the forms bellow describing new committees you propose to create in your university

Committee Name:	
Description:	
Members:	

Committee Name:	
Description:	
Members:	

Who is the CIO in your university? CIO is on the Board?

Top 10 Attributes of the Featured CIOs.

Bet the farm.

These leaders are not afraid to take on ***big risks***. They pitch the big ideas because they know they can speak the language and justify the investment.

Innovation.

These leaders don't just build teams and cultures that create new uses for technology—they create new business models and processes that drive the entire company ***forward.***

Answering the call.

These leaders stepped up when they were called to action—often to help save their companies' futures. This requires ***confidence*** in their abilities and experience that not every leader has.

Transformational leadership.

These leaders have an innate ability to ***motivate*** and rally their teams around a vision, helping team members understand the value of their contributions.

People come first.

These leaders understand the value their ***people*** bring to their organization. They don't treat them like numbers or interchangeable parts.

Self-awareness.

Molded by years of unique experiences—these leaders constantly reflect on past successes, mistakes, challenges and ***opportunities*** to find the best way forward.

Decisiveness makes all the difference.

Despite their human side, these leaders understand that they need to make ***tough decisions*** that affect not only their people, but the company's health as well.

Anticipation.

Too many leaders stress over the day-to-day, quarter to quarter grind. These executives stress the importance of foreseeing the future; identifying risks and opportunities, and ***strategizing*** to get ahead of the curve.

Results matter.

Instead of pie-in-the-sky R&D or implementing the latest bright, shiny objects without knowing the long-term business value, these CIOs are more focused on ***measurably*** improving the business.

Networking.

These leaders have ***cultivated*** extensive professional networks. Beyond that, they have the unique ability to tap these networks to share their experiences and expertise.

Now you know best what should be a CIO. There is a CIO at your university, who is? Where is the CIO in the organizational structure of your university? Where should be?